

*North Dakota Department of Transportation*

# DBE NEWSLETTER

— For the September 17, 2021 Bid Letting —



## **In this issue:**

Notices Pg. 2

Welcome New DBEs Pg. 2

Article Pg. 3

Advertisements Pg. 6

Upcoming Events & Trainings Pg. 7

Training Resources Pg. 9

NORTH  
**Dakota** | Transportation  
Be Legendary.™





## Contacts

### Civil Rights Division

Ramona Bernard

*Director*

(701) 328-2576

[rbernard@nd.gov](mailto:rbernard@nd.gov)

Amy Conklin

*DBE Program Administrator*

(701) 328-3116

[aconklin@nd.gov](mailto:aconklin@nd.gov)

Jessica Stadick-Feist

*Civil Rights Program Assistant*

(701) 328-1898

[jstadick@nd.gov](mailto:jstadick@nd.gov)

### DBE Supportive

#### Services Consultant

Project Solutions, Inc.

Denae Johnson

(701) 214-5775

[dbes@projectsolutionsinc.com](mailto:dbes@projectsolutionsinc.com)

## Advertisements

Newsletter advertisements are due to the Civil Rights Office Fifteen (15) Business days prior to each bid opening by 12:00p (CT):

- **Thursday, October 7, 2021**  
(for the October 22, 2021 Bid Opening)
- **Thursday, November 4, 2021**  
(for the November 19, 2021 Bid Opening)
- **Wednesday, November 24, 2021**  
(for the December 10, 2021 Bid Opening)

**Submit the required information online at:**

<https://apps.nd.gov/dot/cr/csi/login.htm>

**The North Dakota Department of Transportation (NDDOT) will consider every request for reasonable accommodation to provide:**

- An accessible meeting facility or other accommodation for people with disabilities
- Language interpretation for people with limited English proficiency (LEP)
- Translations of written material necessary to access NDDOT programs and information.

To request accommodations, contact Atiana Beck, Civil Rights Division, NDDOT at 701-328-2978 or [civilrights@nd.gov](mailto:civilrights@nd.gov) TTY users may use Relay North Dakota at 711 or 1-800-366-6888.

## *In Case You Missed It...*

**Email scams targeting certified DBEs have been circulating recently.** The DBE Directory is publicly accessible, although there are extra security measures in place to prevent scammers from accessing the email addresses of DBEs. Some messages say you need to complete your Annual Renewal and to click on an attachment to do so. **NDDOT will only contact you using either an @nd.gov email address, through our Certification and Compliance System (@diversitycompliance.com) or through our DBE Supportive Services contractor Project Solutions, Inc. (@projectsolutionsinc.com).** If you are unsure if an email is legitimate please call the NDDOT DBE office at 701-328-3116 and we can assist you.

## *Did you know...*

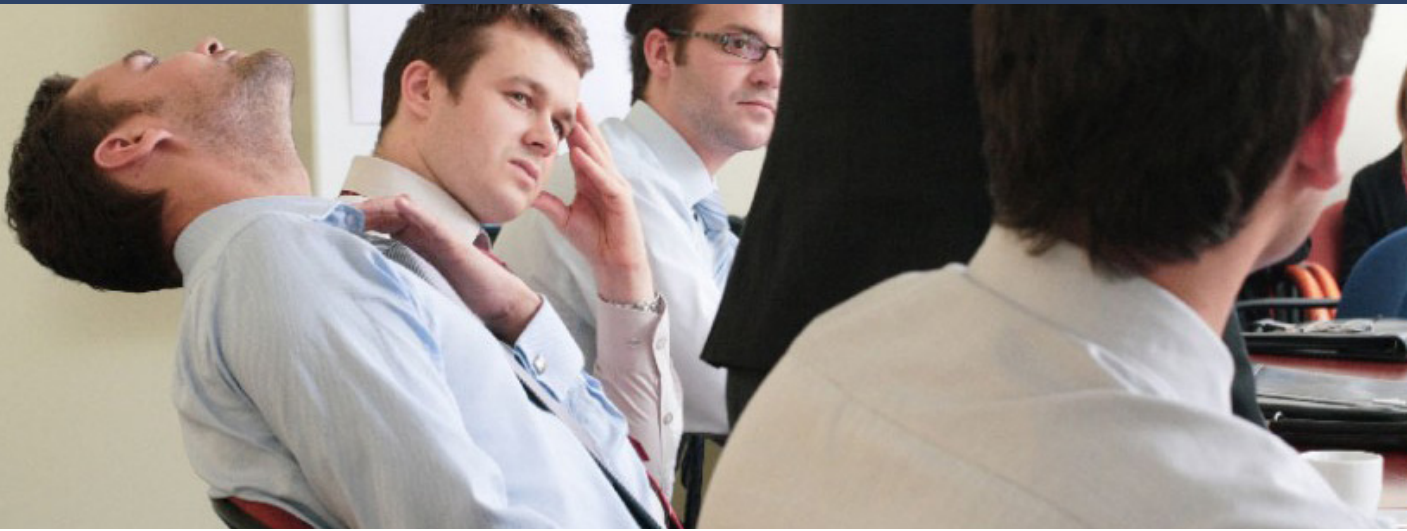
**Project Solutions Inc., your DBE supportive services provider, has a library of recorded webinars all available at no charge to certified DBE firms.** Our goal is to help businesses succeed in the DBE program. We are continually adding new topics and updating our current materials. If you are a new DBE firm looking to bid on NDDOT work, check out our updated Introduction to Plans Reading webinar! <https://www.gotostage.com/channel/nddot-dbe-training>

## *Welcome New DBEs!*

**Keleusmatic Technologies, Inc.** / Pembroke Pines, FL / [www.keleusmatic.com](http://www.keleusmatic.com)  
Provides IT system design and management consulting services

**Damajha Systems** / Fargo, ND / [DeLorenzo.Jackson@DamajhaSystems.org](mailto:DeLorenzo.Jackson@DamajhaSystems.org)  
Provides products and services for the delivery of EUA-approved COVID-19 testing services

**DSG Oilfield Service LLC** / Williston, ND / [dsteen1015@gmail.com](mailto:dsteen1015@gmail.com)  
Provides trucking and hauling services for hot mix, gravel, clay, water, asphalt, dirt, etc.



## 4 Rules for Holding More Effective Meetings & Cultivating Better Outcomes

### How to make meetings matter

*by George Hedley, Written for Construction Business Owner*

Most construction company team meetings waste time. Years ago, in business-coaching a large site-improvement contractor, I was asked to attend their weekly Monday field meeting. The meeting, attended by all the foremen and field superintendents on staff, was led by the general superintendent and lasted over 90 minutes. I watched as he told each of the company's 12 supervisors what to do on their respective jobs that week, what equipment they were getting, which crew members were assigned to each job, and what materials to order.

During the meeting, no project supervisors were asked to report on the progress of their current jobs, next week's activities or upcoming project goals, and no one was asked to address any problems, questions or challenges. The meeting ran too long, leaving no time to discuss results, training, safety, or provide recognition, encouragement or company updates. In my eyes, this meeting was a total waste of time and accomplished nothing to improve results, maximize profits, or reach schedule or field production goals. Many of the meeting's attendees had the same view, expressing they often did not find these meetings to be helpful or motivational.

#### **Do Not Waste Valuable Time**

It's difficult for project managers, superintendents and foremen to accept responsibility and achieve results when they are expected to spend their time sitting around listening to a senior manager or business owner tell everyone what to do and how to do it. When people are told what to do — rather than being allowed to make their own decisions — they are not accountable for the outcome.

When the boss is in charge, the boss is responsible for results. To make matters worse, most of these meeting discussions only affect one person or one job, while everyone else is forced to

listen as the clock ticks onward. Typical of many meetings, there's always one person who asks a question, which results in a 20-minute discussion tied to that topic alone, often suspending productivity for the rest of the attendees. In many cases, these conversations can and should wait to be addressed one on one.

## **Focus on the Effective**

The purpose of holding team meetings is to achieve goals, improve on deficiencies or reach results, but there is almost never enough time to hit these topics with any heft. When teams gather to talk about problems, logistics, people, equipment, tools and materials, the topic of achieving results is often, at best, an afterthought. To achieve company goals, meetings must be effective, and teams must focus on what is regularly required to meet those goals.

The first priority of an effective team meeting is to review production and performance to date, assess how much work is left to complete and address how teams will accomplish the remaining work and tasks required to finish safely, on-time and on-budget. Most field problems, contract disputes, crew scheduling, equipment mobilizations and contract documentation issues should be solved in small meetings, or even in simple conversations between the project manager, superintendent and foreman. Consider the wasted time involved in holding this conversation in a meeting setting, and don't involve the entire staff on what could have been a small group chat.

An effective team meeting is to be considered important and mandatory, and is not rescheduled for weak reasons. Best-in-class contractors hold recurring weekly and monthly meetings, which result in higher margins and better results. Low-performing contractors tend to make excuses for canceling or moving meetings, or back out of meetings for other reasons that somehow take priority over helping supervisors focus on goals and accountability.

Meetings can actually save time and money if the purpose and top priority is for everyone to focus on accomplishing results. When a meeting is effective, both managers and employees leave with duties and goals their aligned, leaving teams to reap the benefits of clear expectations and accountability, and eliminating the urge to micromanage.

## **Drive Productive Conversations**

The typical meeting opener starts with a problem or complaint: "OK, we're finishing jobs late and not hitting our numbers. So, we've got to fix the problem. Any suggestions?" A better meeting opener may still address the problem, but may also communicate goals and build morale, such as, "OK, we all know why we're here. We're finishing too many jobs late and as a result, our profit margins are fading. This won't be easy, but we can fix this. Let's dive in, work together and make some improvements."

After you've brought your team up to speed, consider the following guidelines to help shape stronger, more productive outcomes.

### **1. Prioritize**

Remember, the top team meeting priority is to achieve and improve results. Try not to cover tactics, logistics or have group discussions at this meeting — you will hold separate meetings to schedule crews or equipment or solve specific problems.



## 2. Think About the Big Picture

Try outside-in thinking:

- Visualize looking in at your problems from the outside. Assess situations as if you had the opportunity to completely start over. What could be done differently for a better outcome?
- Invite an outside consultant to comment or offer insight on the situation. What would someone without an agenda or affiliation say about your issues?

Treat all ideas equally:

- There are no bad ideas. Everyone on the team is equal and has the right to provide input whether they end up being viable ideas or not.
- Never criticize anyone's suggestions or decisions. Keep the forum open.

Present issues as questions. Instead of "Let's talk about labor always being over budget," approach with, "What can we do to improve our schedules and regularly complete our crew labor hours on-budget? Team decisions are final.

## 3. Keep a Schedule

The best meetings start and end on time, are quick, interactive, challenging, involve everyone and don't cover agenda items that can be handled outside the meeting with the necessary decision-makers.

## 4. Build an Agenda

The worst meetings have no agenda; require no punctual start and end times, nor mandatory attendance; offer no informational reports; and spend too much time on specific issues. In a bad meeting, the leader is not prepared, nor in control of the meeting or group discussions — the leader also does all the talking and offers little or no interaction to attendees to avoid any conflict with their given directives.

## Maintain Consistency

Effective meetings can increase bottom-line results if you hold them regularly and they're focused on achieving results. Without consistency in scheduled team meetings, your results will not change. When you don't take the time required to prepare, meet, address, improve, update and track progress toward achieving your goals, it's hard to hold people accountable or expect them to hit any targets. When they are run properly, team meetings build camaraderie, focus and positivity — and they deliver results.

*GEORGE HEDLEY, CSP, CPBC, is a professional construction BIZCOACH and industry speaker. He helps contractors build management teams and get their businesses to work for them. He is the bestselling author of "Get Your Construction Business To Always Make A Profit!," available on amazon.com. Email Hedley at gh@hardhatpresentations.com to sign up for his free e-newsletter, start a BIZCOACH program, attend a Wealthy Contractor BIZ-BUILDER Boot Camp or get a discount at hardhatbizschool.com online university for contractors. Visit hardhatpresentations.com for more information.*

# Quoting opportunities

*September 17, 2021 bid opening at 09:30 am*

**EDLING ELECTRIC, INC.** - PO BOX 1456, BISMARCK, ND 58502, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23120 for the September 17, 2021 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. EDLING ELECTRIC, INC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to [james@edlingelectric.com](mailto:james@edlingelectric.com) or fax your quotes to 701-255-2835. To speak to someone in our office regarding quoting please contact James Ruud at 701-595-7570. Any and all disadvantaged businesses are encouraged to submit a quote. EDLING ELECTRIC, INC is an Equal Opportunity Employer.





## Upcoming Events

**Sept  
14**

### **Business Builders Webinar: Doing Business with the Federal Government (Webinar)**

Tuesday, September 14, 2021, 3:30 pm - 4:30 pm

[Learn more >](#)

**Sept  
15**

### **The Next Five Years in Construction: What the Industry Sees Today and Predicts for Tomorrow (Webinar)**

Wednesday, September 15, 2021, 1:00 pm - 2:00 pm

[Learn more >](#)

**Sept  
16**

### **What the Labor Shortage Means for Construction Businesses Like Yours (and How to Succeed) (Webinar)**

Thursday, September 16, 2021, 1:00 pm - 2:00 pm

[Learn more >](#)

**Sept  
22**

### **Four Ways to Scale Safety and Quality During the Building Boom (Webinar)**

Wednesday, September 22, 2021, 12:00 pm - 1:00 pm

[Learn more >](#)

**Sept  
29**

### **ND Transportation Forum**

Wednesday, September 29, 2021, 8:00 am - 5:00 pm  
Ramkota Hotel, Bismarck, ND

[Learn more >](#)

**Oct  
04-06**

### **2021 AIA ND Design Conference & Building Products Expo**

October 4-6, 2021, 9:00 am - 1:00 pm  
Holiday Inn, Fargo, ND

[Learn more >](#)

**Oct  
08-10**

### **Bismarck Fall Home Expo**

October 8-10, 2021  
Bismarck Event Center, Bismarck, ND

[Learn more >](#)





# JOIN US FOR OUR 4TH QUARTER NDDOT HIGHWAY CONTRACTOR **VIRTUAL NETWORKING SESSION**

**Please join us for a virtual Meet & Greet on September 21, 2021.** This event is an opportunity for Primes and DBE Subcontractors to meet and discuss needs, goals, and objectives for the 2021/2022 construction season. We plan to have some general discussion on the current construction season and project goals, DBE goals for the upcoming bid lettings, and information on the DBE training and professional development reimbursement program for heavy highway DBE construction firms. We will also have a Donna Neumiller from ND ITD present information on the Civil Rights Dashboard that will be launching this Fall, and Carey Burke from AGC will be sharing information on their memberships and services.

## **WHEN**

**Tuesday, September 21, 2021  
10am - 12 pm**

## **WHERE**

**Via Microsoft Teams  
- link sent following registration**

**For more information contact Denae Johnson at  
701.214.5775 or  
Denae.Johnson@projectsolutionsinc.com**

**Register online at**

<https://forms.gle/P5oRAk9tNoysRreh9>



# Training Resources



**North Dakota Procurement  
Technical Assistance Center**  
[www.ndptac.org](http://www.ndptac.org)



**North Dakota District  
SBA Office**  
[www.sba.gov/offices/district/nd/fargo](http://www.sba.gov/offices/district/nd/fargo)



**North Dakota Local Technical  
Assistance Program**  
[www.ndltap.org](http://www.ndltap.org)



**Center for Technology  
& Business**  
[www.ctbnd.com](http://www.ctbnd.com)



**SBA online training courses**  
[www.sba.gov/learning-center](http://www.sba.gov/learning-center)



**Transportation Learning  
Network**  
[www.translearning.org](http://www.translearning.org)



**ND Small Business  
Development Centers**  
[www.ndsbdc.org](http://www.ndsbdc.org)



**Veterans Business Outreach  
Center of the Dakotas**  
[www.und.edu/dakotasvboc/](http://www.und.edu/dakotasvboc/)



**Project Solutions Inc.  
DBE Training Videos**  
[www.gotostage.com/channel/  
nddot-dbe-training](http://www.gotostage.com/channel/nddot-dbe-training)